

Town Hall
February 9, 2000

Q When you speak of Ops assurance, are you referring to assurance of ES&H or Ops? Are you saying that we are primarily focused on ES&H as it relates to safety?

A Yes, we are focused on the ES&H arena at this time. Bottom line - - are we doing work safely? Are our people and the environment safe?

Q Do you believe that ISM is working and if so, how do you know that?

A Without a doubt. Antidotal evidence has proven so. We have used the Appendix F measures such as injury/illness, lost workdays, and environmental violations as primary indicators.

Q Smaller is better?

A Tradeoffs always exist between smaller and not so small. From a management perspective, the ability of one person to oversee a function, smaller is better.

Q If this is a zero sum game, how will can it be achieved by splitting off and possible creating new organizations?

A The overriding principle is the need to strengthen the Laboratory's operational assurance capability. There are implementation costs we must assess. However, a key principle is to view the effort as zero sum.

Q I have been an observer of these types of processes in the past and none of the tactics have worked. Other than the 3/31 deadline, what is your plan?

A Burick's philosophy is such that either you do it or I will do it for you. Our philosophy is to drive this on the basis of objective principles and then to a specific deadline.

Q Theory of optimization - What about other environmental operations - - Spin off of environmental Protection?

A There is a parallel process going on as we speak. Denny, Mike Baker, and Wes Meyers have been identified as key players. The process has yet to be kicked off.

Q Time management is an issue. Upper level management is not holding employees accountability for time management. Time and budgets have been blown as a result. How will you manage this larger issue? I believe that management support does not exist.

- A I agree that we have a cultural issue. This reorg is not intended to raise the productivity of the entire Lab. It is intended to begin with our division.
- Q RCT's are heavily deployed. If we are divested, what happens to the support from the group? Where is the consistency across the board for RCTs?
- A All of these are valid issues which we are wrestling with. We have not yet reached that level of detail.
- Q Conflict of interest - - customer has impact on performance but are not able to support employees on levels of safety. What's the assurance of support?
- A While there are no absolute guarantees, we will continue to work toward increasing accountability of line management. The processes we may propose must further support their accountability.

General Comments from the audience -

I applaud your efforts. I understand the pains of these types of exercises. It is time for us to work in the corporate sense to accomplish goals for the Laboratory. I would encourage all employees to join in.

Management should allow employees to retire. If we set up a process that would bring in new people with fresh ideas, I believe that we could address many of the cultural issues.